



Service Excellence and Becoming a Trusted Advisor

It's Not Just About Delivery Any More

Services Industry Summit

November 7, 2007

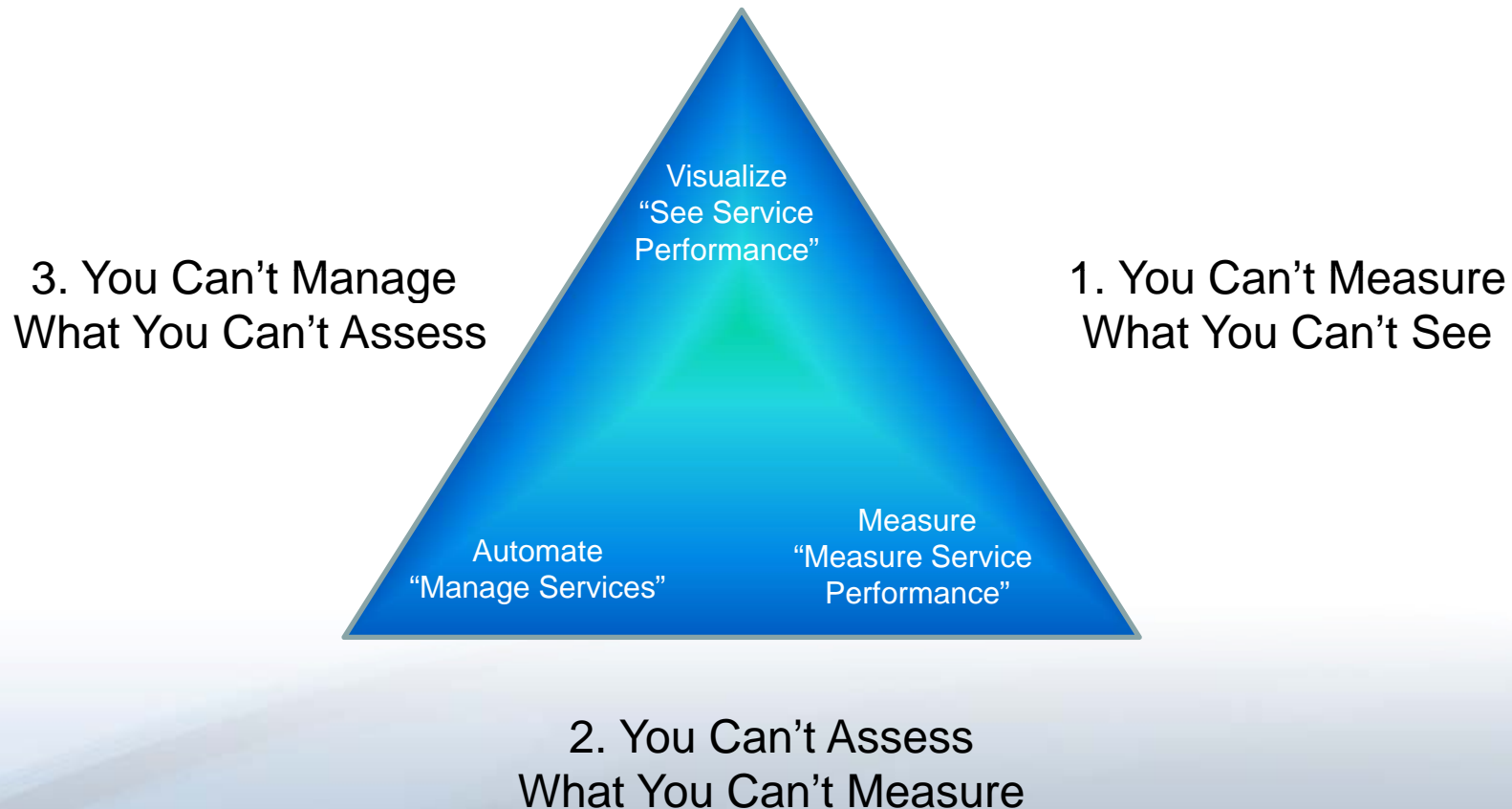
Bob Johnson

President, BuyLine Research

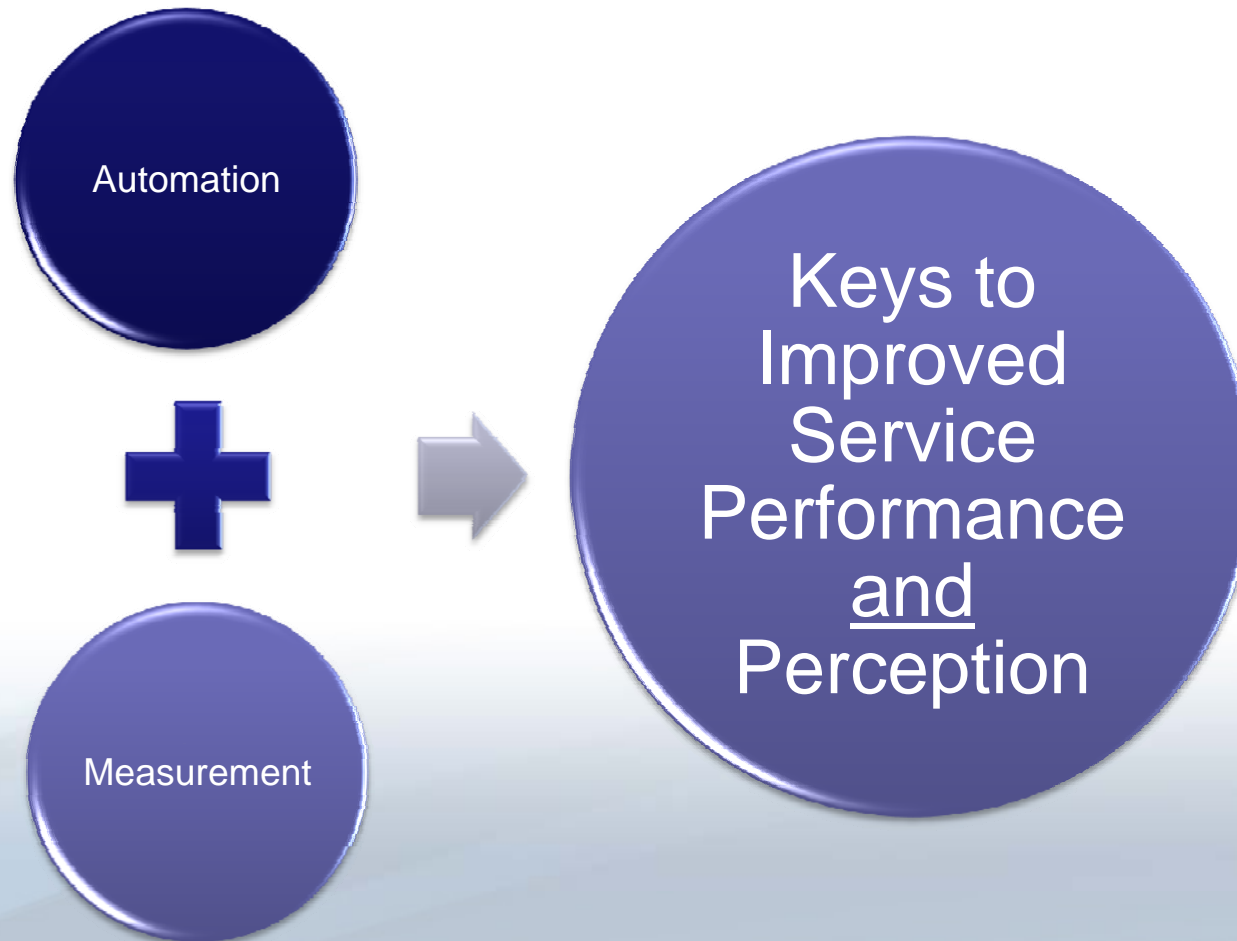


Service Success

See, Assess and Manage



The Essence of BuyLine Research Work



Our Roadmap Today



Who Cares About Being a
Trusted Advisor Anyway?

What Customers Look for
from Services to Gain Trust

Creating Your Own Action
Plan and Steps

Services Must Consider Itself Across the Entire Life Cycle



Who Cares About Being a Trusted Advisor Anyway?

Research that Help Bring Being a Trusted Advisor into Perspective



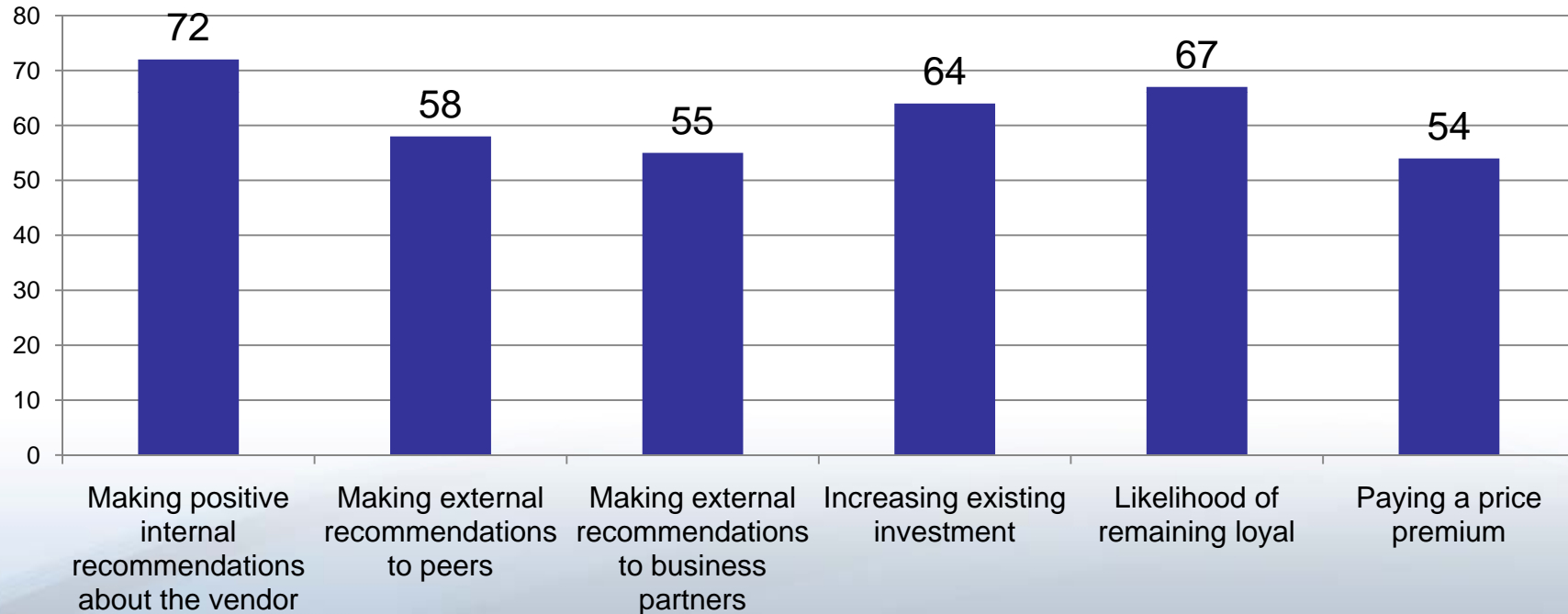
- ✓ Conducted during the past year
- ✓ Over 300 surveys of b-to-b decision makers and recommenders
- ✓ Speaking about a major purchase that was led by a services investment
- ✓ Average total, combined value of investment of over \$1 million dollars
- ✓ Asked about the post-purchase relationship

Who Cares About Being a Trusted Advisor Anyway?

Trusted Advisor Status Has a Direct Correlation to Business



If a vendor achieved trusted advisor status how much does it increase the likelihood of the following actions? (All IT Services)

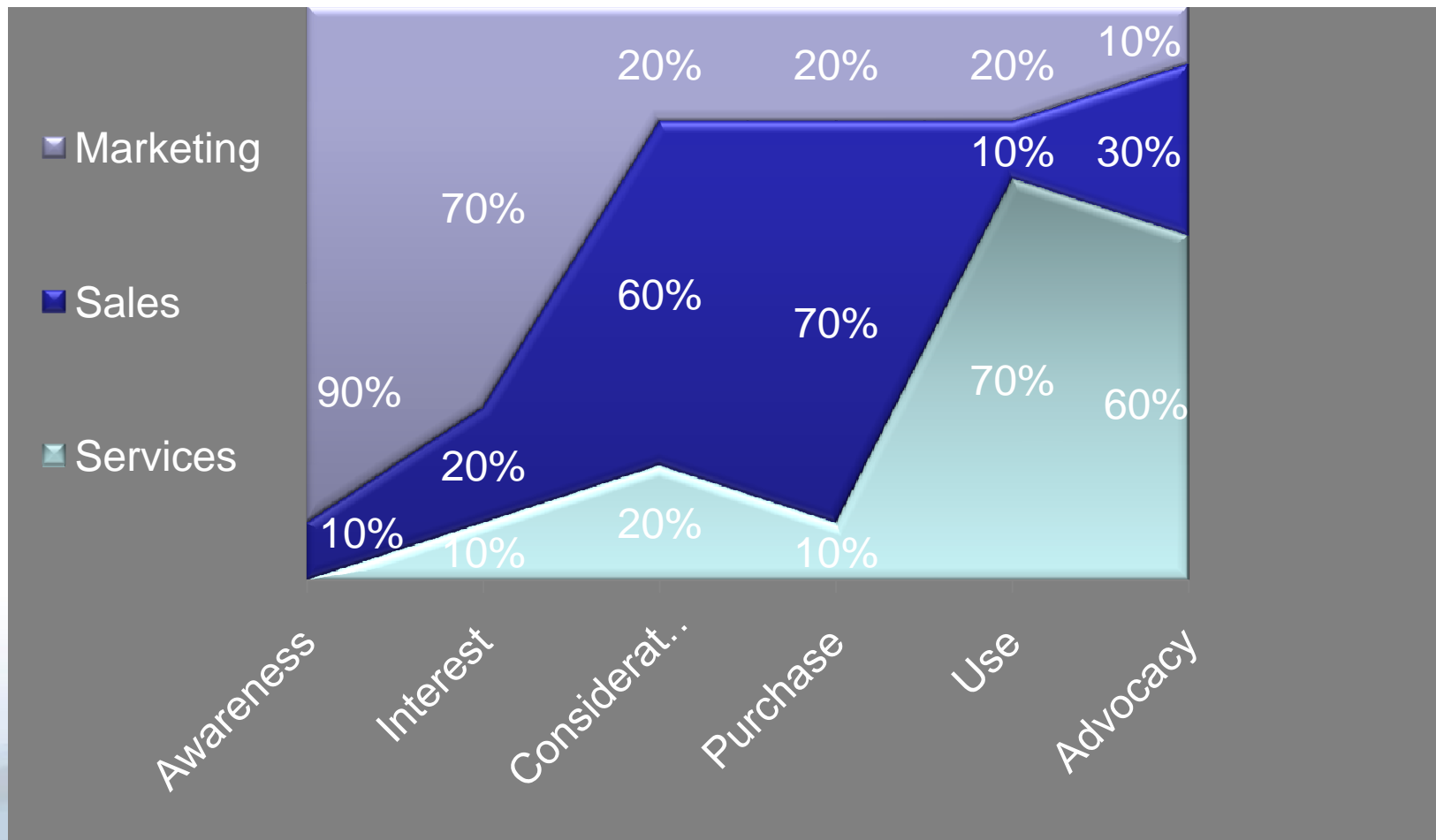


Who Cares About Being a Trusted Advisor Anyway?

Who Has Trusted Advisor Accountability?



BuyLine Research Life Cycle Map
 The Customer's View of Who They Rely on at Different
 Points in the Relationship



Who Cares About Being a Trusted Advisor Anyway?

Our Journey Today



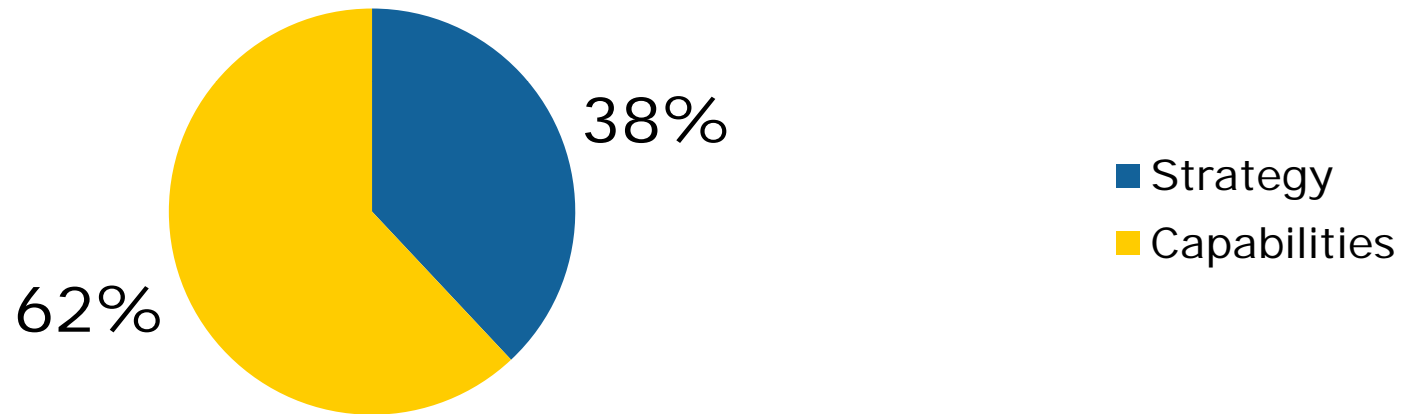
- ✓ Look at what types of communication services customers want
- ✓ Assess, in real-time, your personal view of how well you understand the different areas that help build trusted advisor status
- ✓ Understand the baseline view of customers about the relative importance of post-purchase elements
- ✓ Determine gaps in your understanding and build a business case for more post-purchase influence
- ✓ Educate internally the critical role of services and justify specific actions and focus based on potential revenue impact

What Customers Look for from Services to Gain Trust

Post Purchase View of the Relative Weight of Vendor Information Categories



Q. Given 100 points of importance, how many points do you give to each area? (Distribute 100 points)



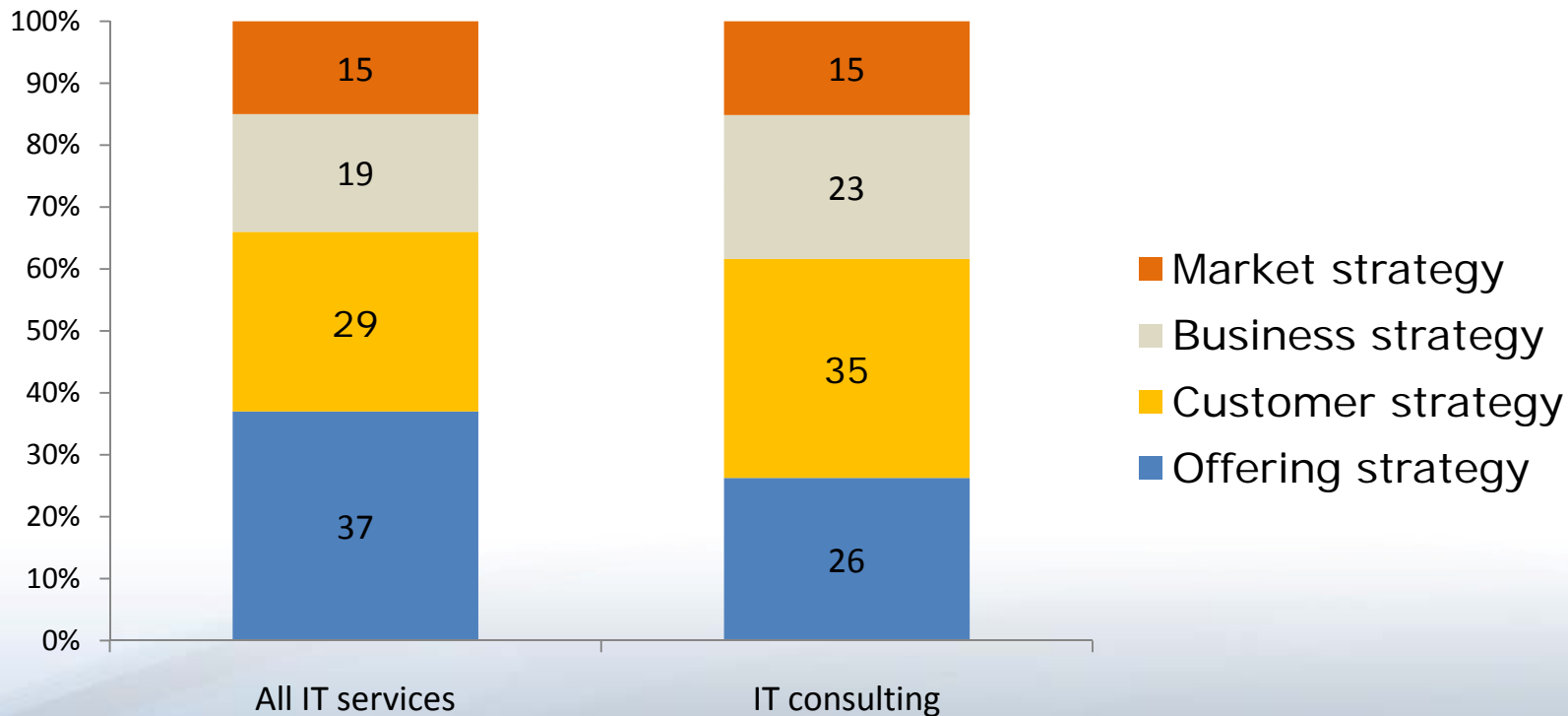
All IT Services

On a scale of 1 to 10 how well do you estimate you understand the category weight given to each by your customer base?

Relative Importance of Insight into Different Strategy Areas



Q. Given 100 points of importance, how many points do you give to each of these vendor strategy areas?

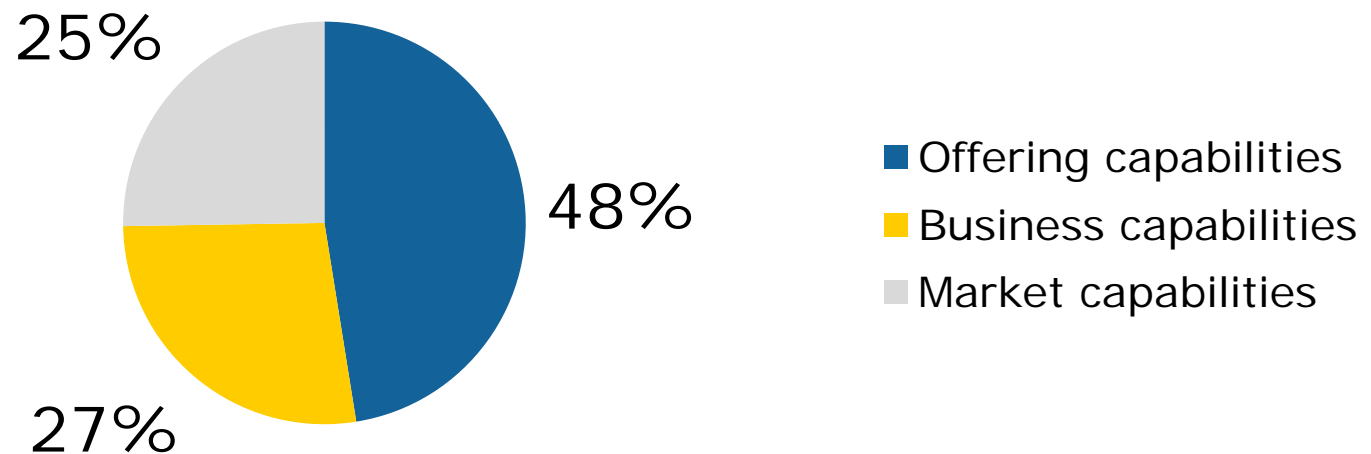


On a scale of 1 to 10 how well do you estimate you understand the relative importance of strategy areas among your customers?

Relative Importance of Insight into Different Capability Areas



Q. Given 100 points of importance, how many points do you give to each of these vendor capability areas?



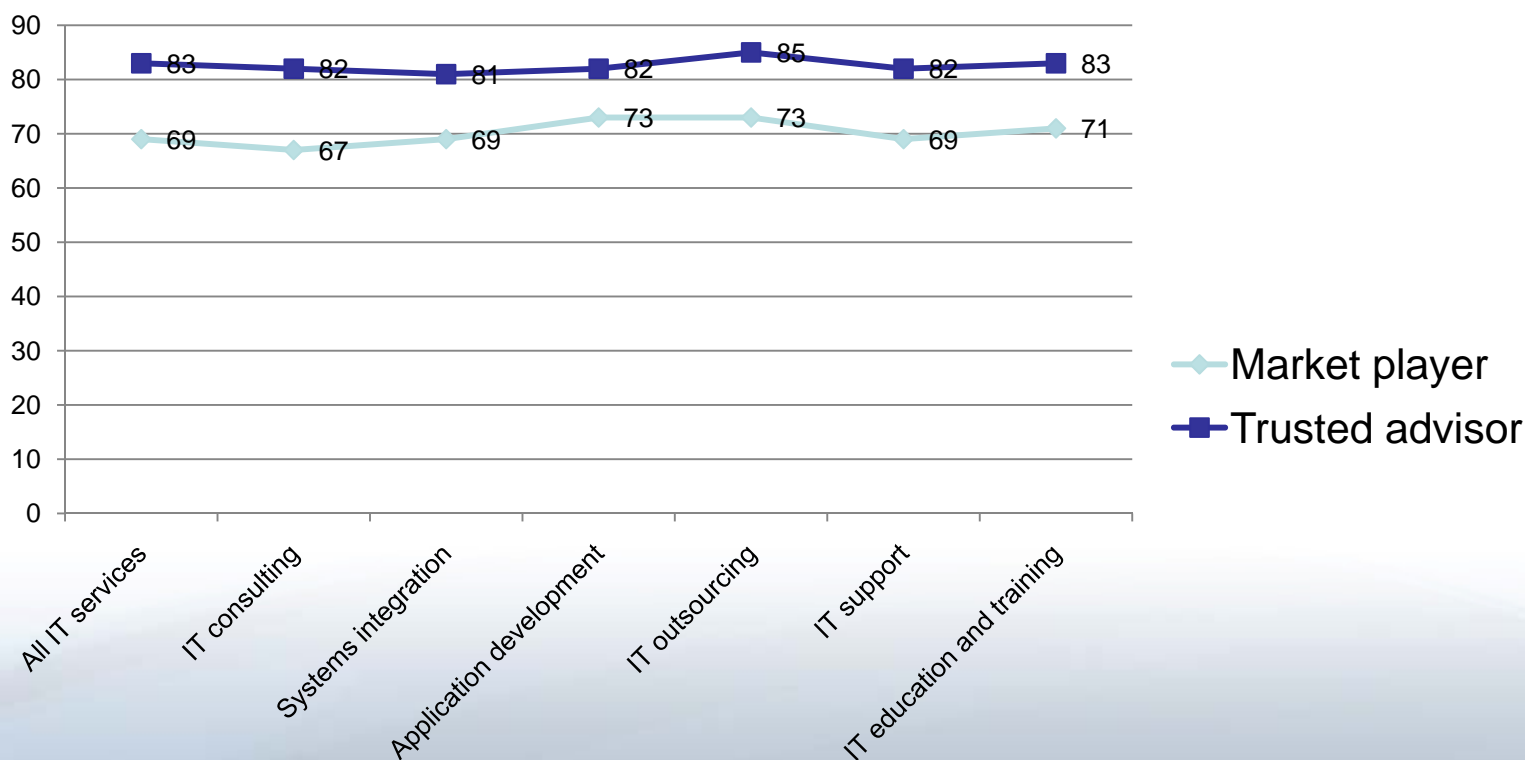
Percentage Increase

On a scale of 1 to 10 how well do you estimate you understand the relative importance of capabilities among your customers?

Thresholds of Performance to Attain Levels of Status



Q. Using a scale of 0 = poor and 100 = optimal, what level of vendor and offering performance is required across their strategy and capabilities for you to consider them a market player? A trusted advisor?

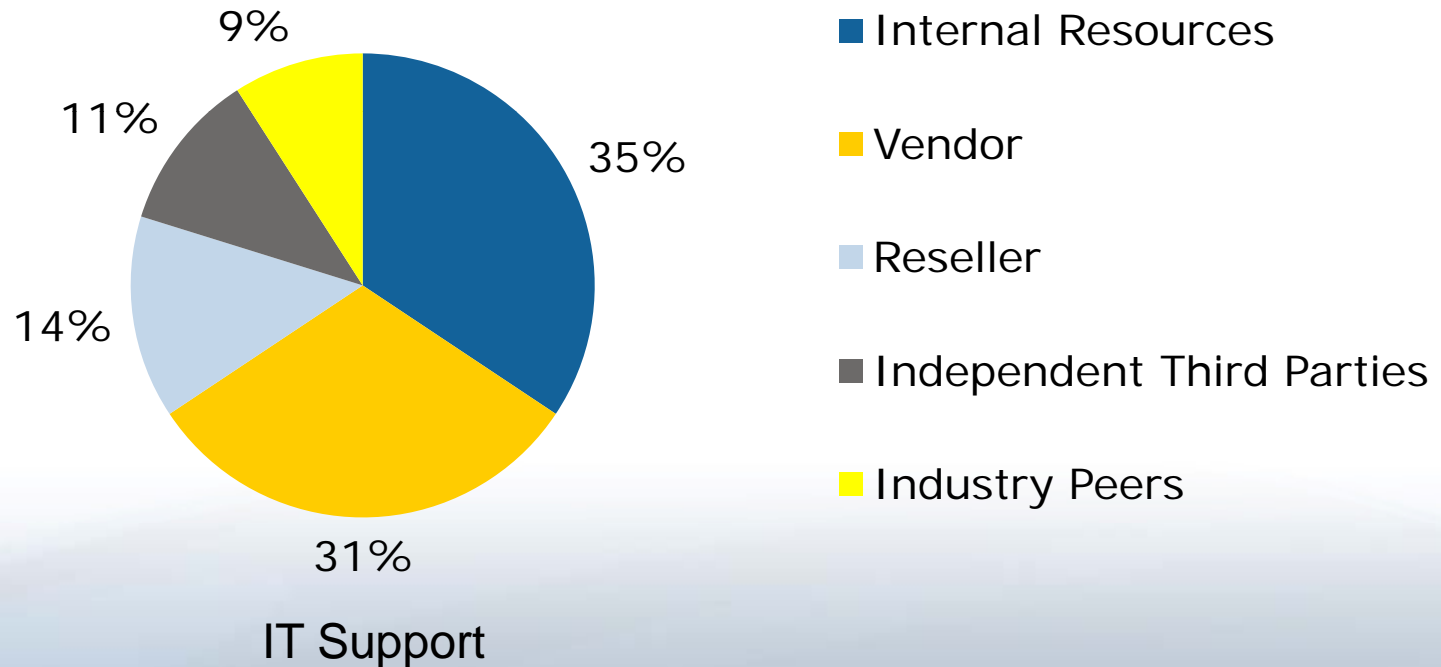


On a scale of 1 to 10 how well do you estimate you understand the thresholds your customers hold for you to attain status?

Customers Look for Insight from Different Sources



Q. During the ongoing use of the IT investment how many points of importance do you give to each of the following sources of information and assistance? (Sum to 100)

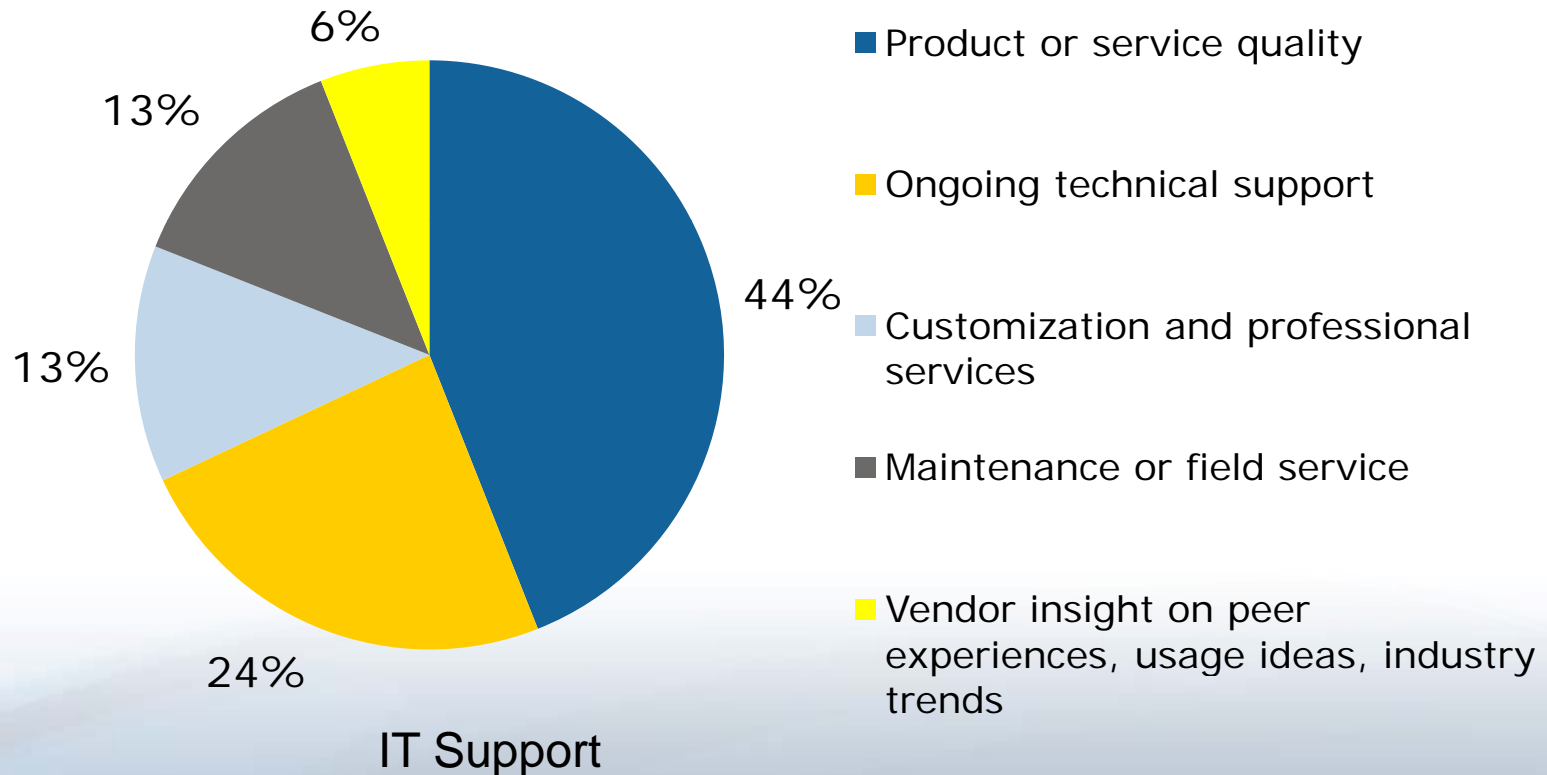


On a scale of 1 to 10 how well do you estimate you understand the relative importance of different sources to your customers?

The Areas of Value Extend Beyond Support



Q. During the ongoing use of the IT investment how many points of importance do you give to each of the following areas that impact use and value? (Distribute 100 points)

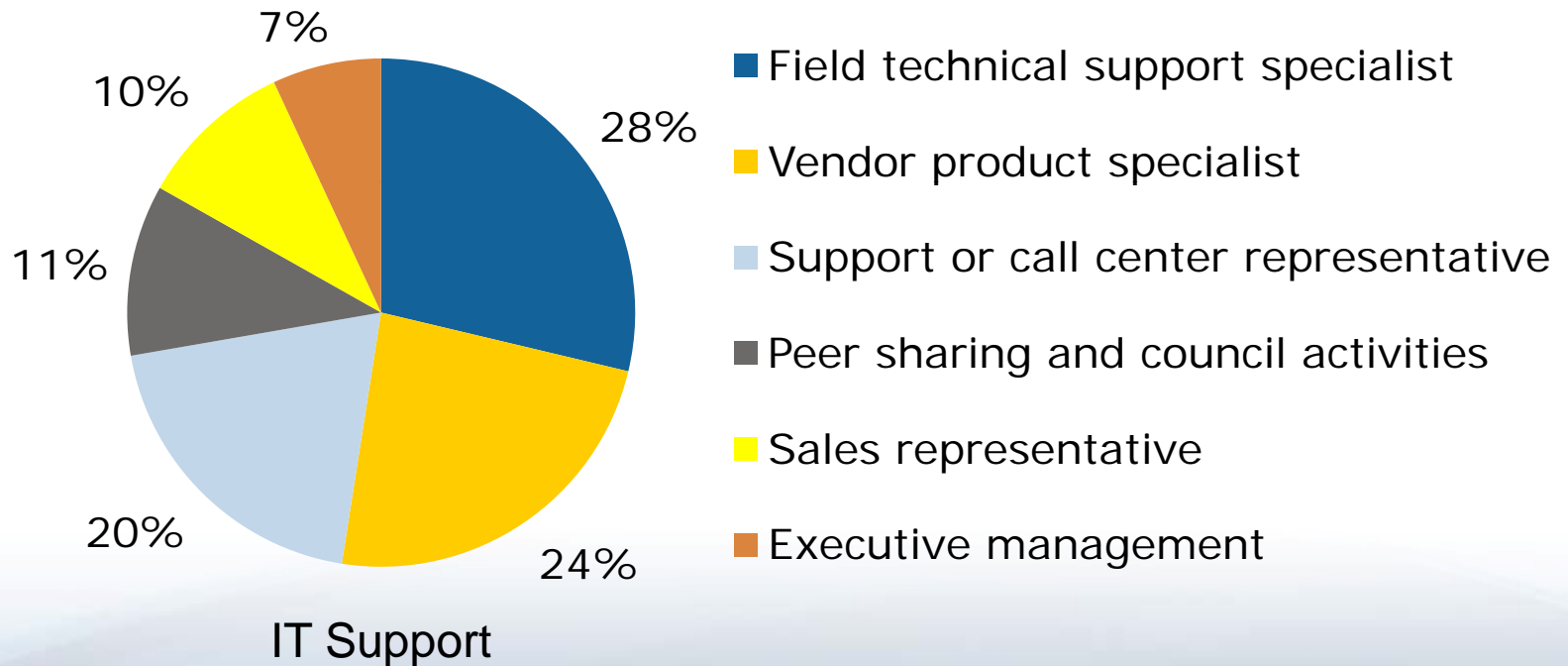


On a scale of 1 to 10 how well do you estimate you understand the relative importance of different areas that impact use and value?

Customers Want a Relationship that Goes Beyond Answers



Q. For ongoing communication how much weight of importance do you give to each of the following vendor resources? (Distribute 100 points)

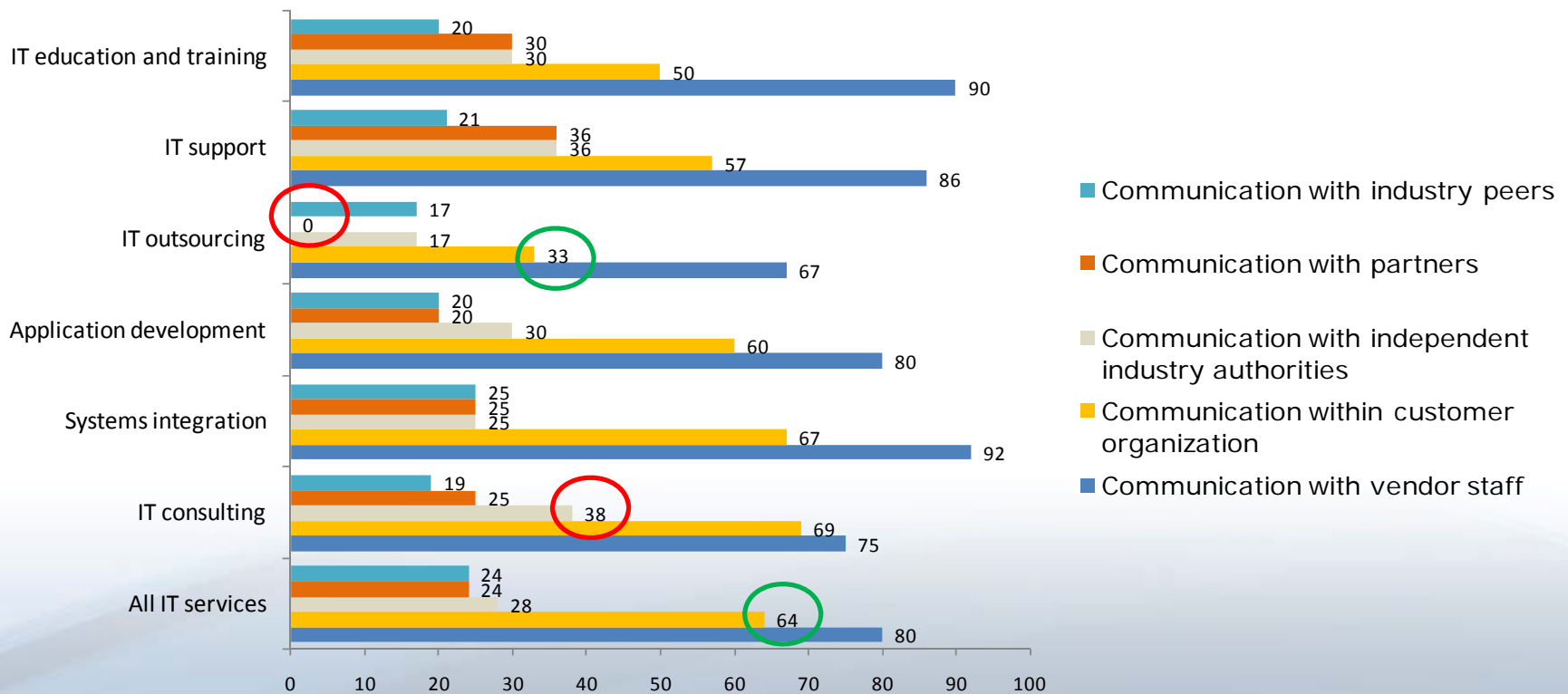


On a scale of 1 to 10 how well do you estimate you understand the relative importance of different resources among your customers?

The Sales Representative Must Play Multiple Post-Purchase Roles



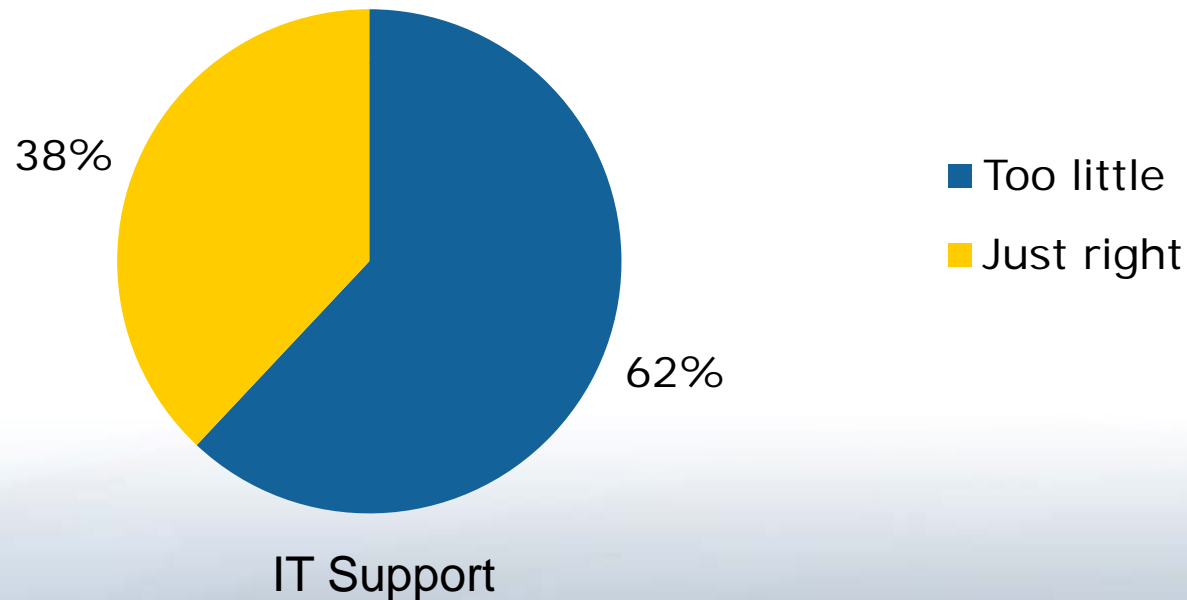
Q. In your view what facilitation/communication role should your vendor sales representative play during the ongoing use of the product or service? (Select all that apply)



The Sales Representative's Lack of Visibility May Hinder Trusted Advisor Status



Q. In your view what facilitation communication role areas does the sales representative show too little, too much or just the right amount of participation [with vendor staff]?

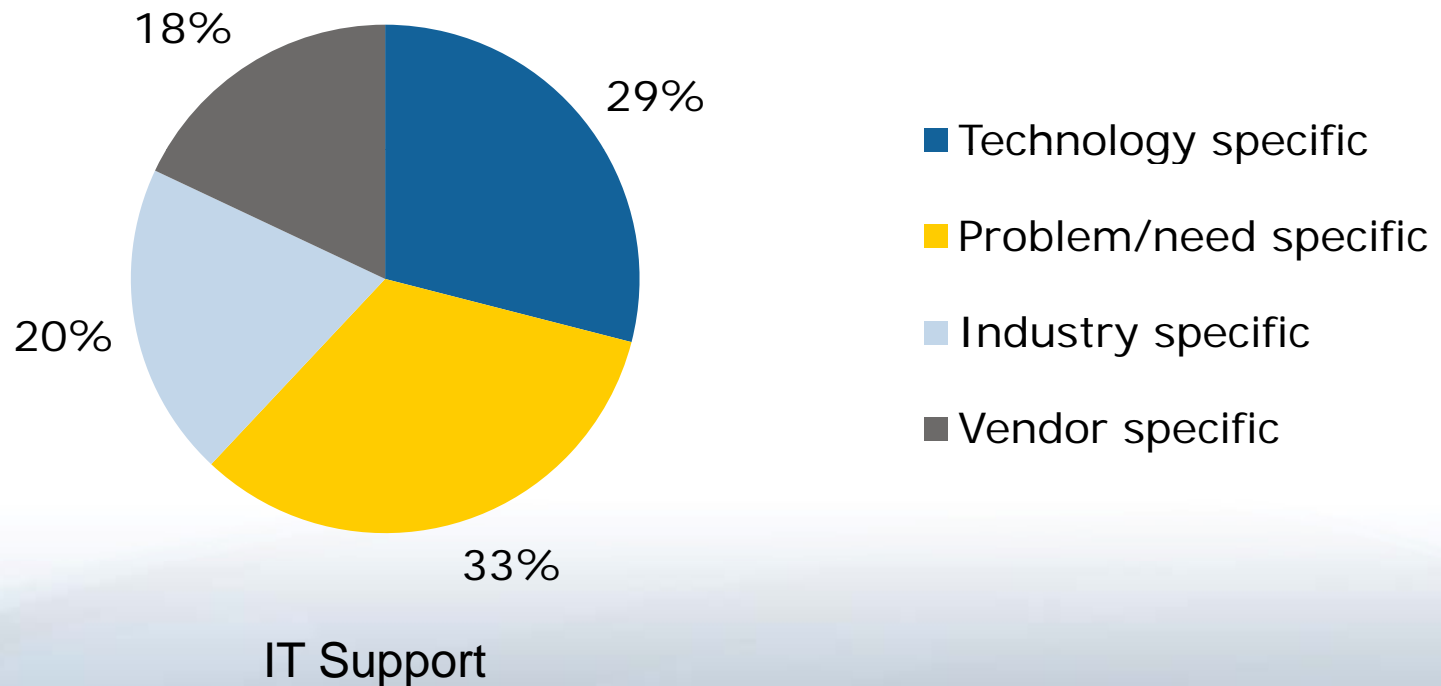


On a scale of 1 to 10 how well do you estimate you understand how post-sale sales representative visibility is viewed by your customers?

Customers Are Interested in Balanced Topical Coverage



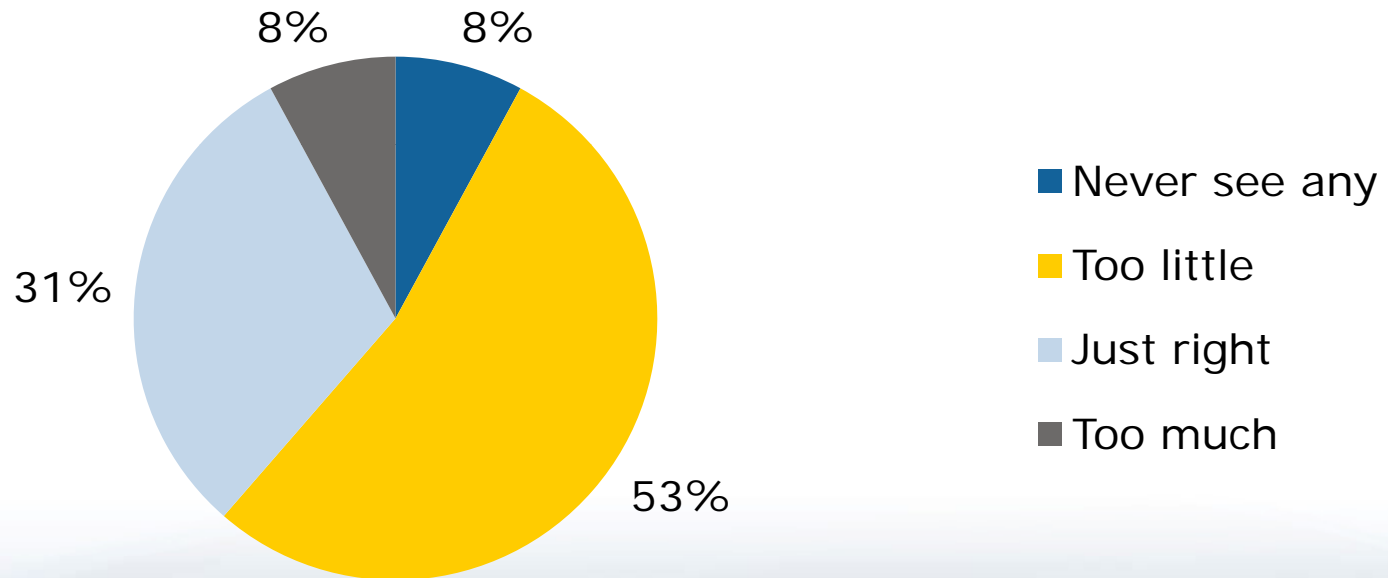
Q. What areas of topical content do you most value during ongoing product or service use? (Distribute 100 points)



Industry Specific Coverage is Often Seen as a Shortcoming



Q. For [industry specific (e.g. finance, healthcare, manufacturing)] do you feel the vendor is providing too little, too much or just the right amount of information and insight? (IT Support)



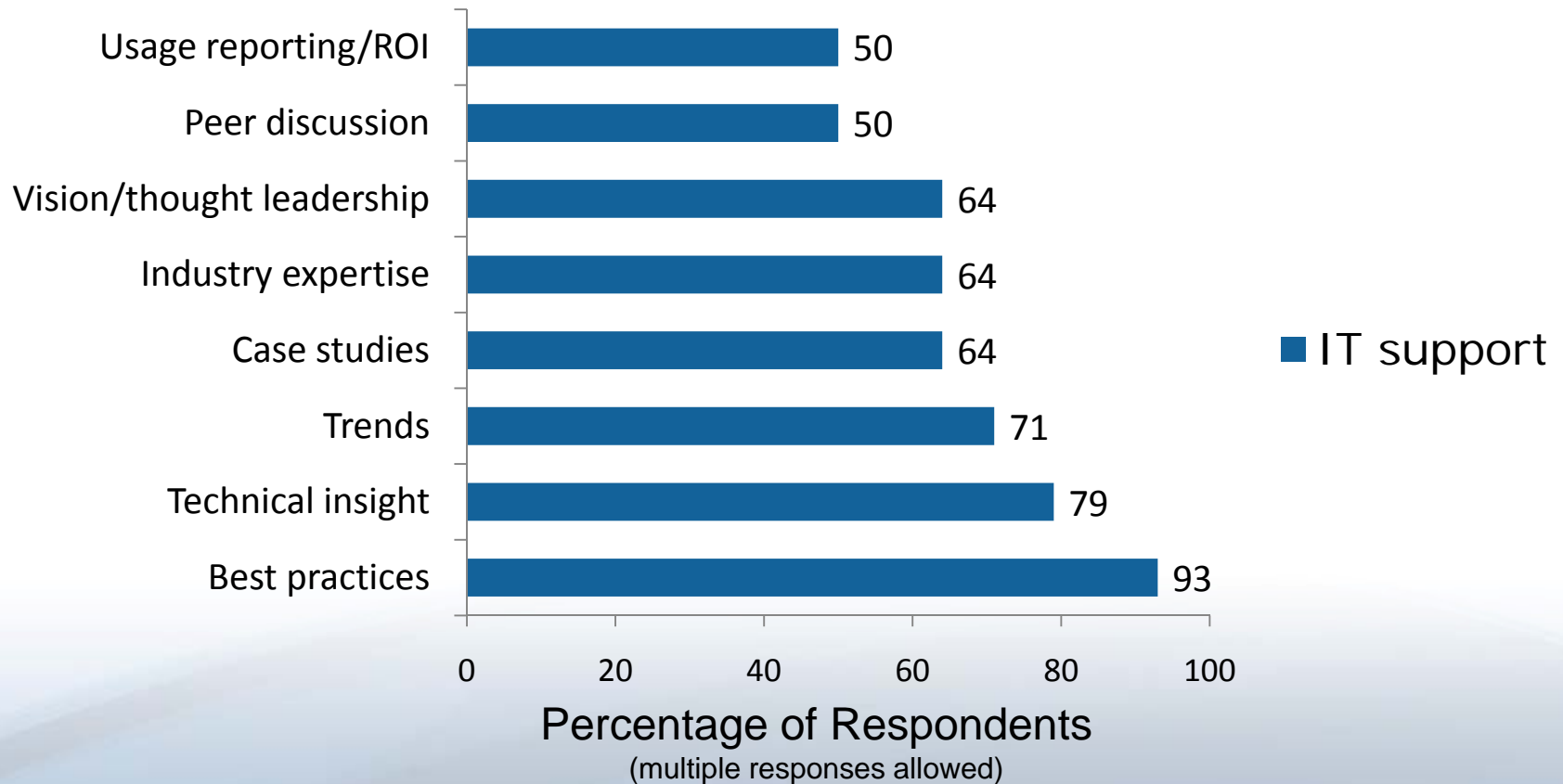
IT Support

On a scale of 1 to 10 how well do you estimate you understand how much industry specific content your customers want?

Many Types of Post-Purchase Content Can be Led by the Service Organization



Q. Considering your preferred content focus, what types do you most value during ongoing product or service use? (Select all that apply)



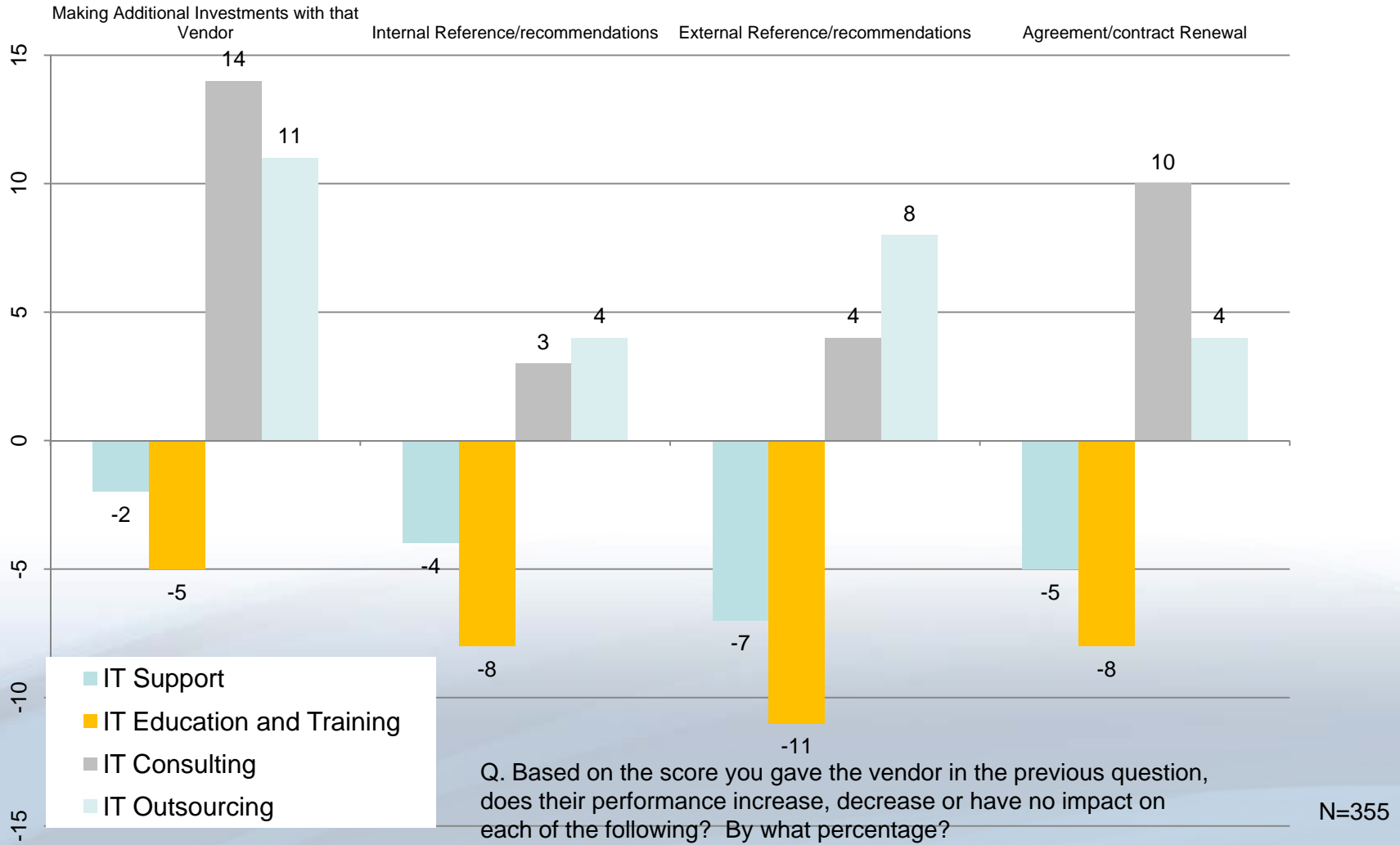
On a scale of 1 to 10 how well do you estimate you understand the information delivery vehicles your customers want?

Summing it Up



- ✓ Put the value you circle on each line out into the adjacent box to the right of that line
- ✓ Sum up the total to get your score

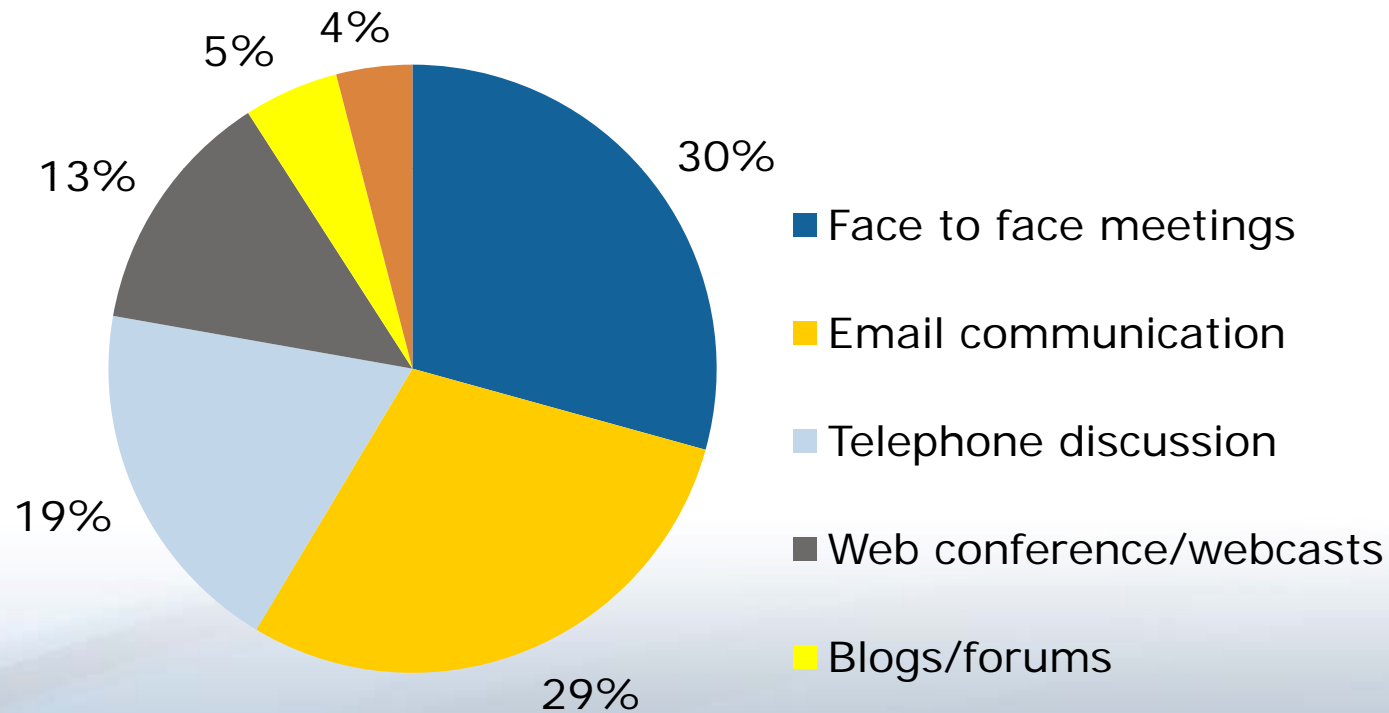
Both Sales and Services Contact Affect Advisor-level Perception



Technical Support Customers Consider Face-to-Face to be Important



Q. Given your role and involvement during ongoing use of this investment how much importance, in terms of insight and obtaining information, do you give to each of the following contact methods? (Distribute 100 points)

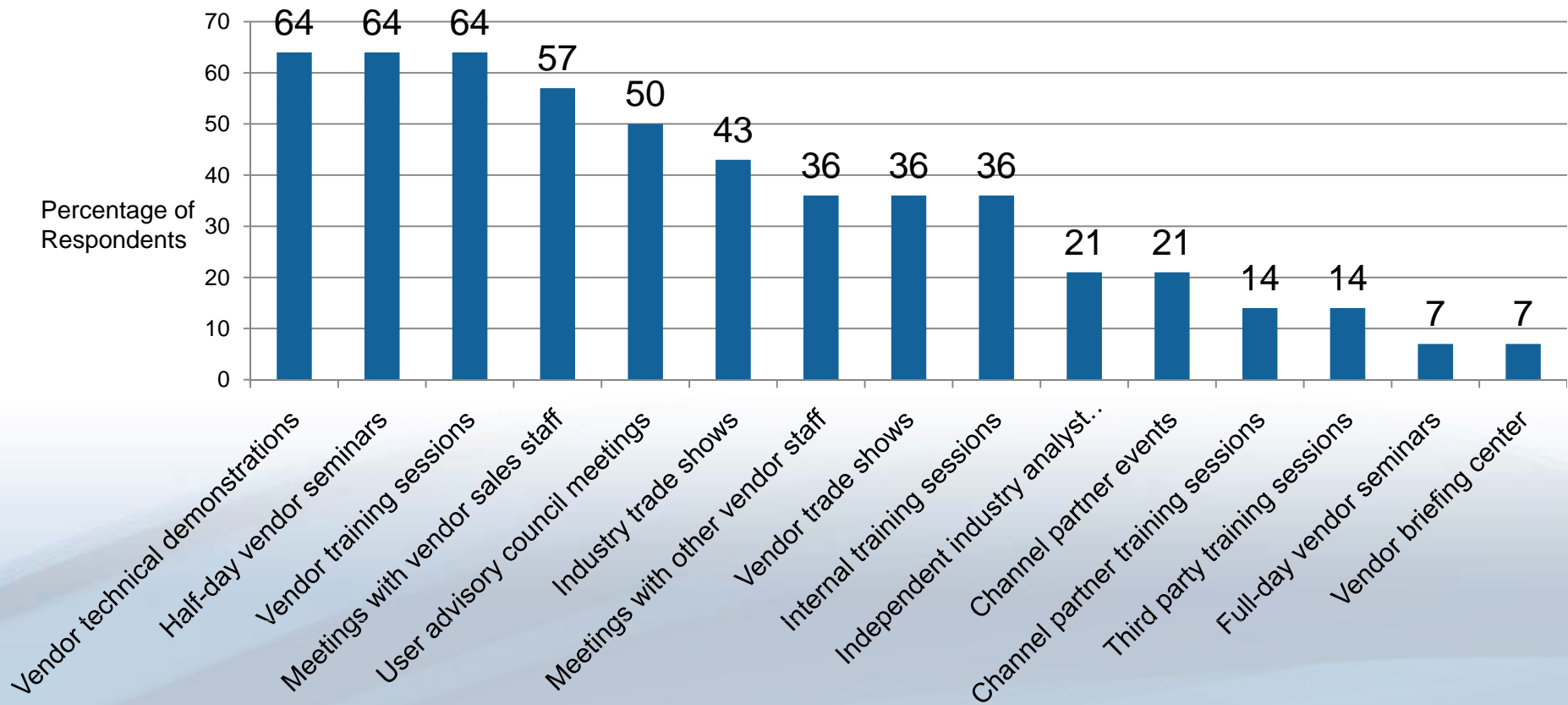


How can you be my trusted advisor if I never see you?

The Key is to Turn That Contact into Revenue and Justify the Expense



Q. What types of face-to-face meetings most interest you and offer the most value during ongoing use? (Check all that apply)



Taking a Harder Look at Support's Role in Gaining Trusted Advisor Status



- ✓ Consider the areas of sufficient insight and lack of insight for focus and attention
- ✓ Build a case as to why it is important to have better alignment with customer communication requirements
- ✓ Drive for services to play a significant trusted advisor role
- ✓ Focus on what you can control and influence

Action Areas



- ✓ Everyone talks about trusted advisors...
 - ✓ Customer expect services to carry the majority of the responsibility (Acknowledge)
 - ✓ Service customers see a gap in ongoing communication value that you can close (Report)
 - ✓ You can control face-to-face initiatives and justify their cost with clear business impact (Act)
 - ✓ Delivery is the price of admission – rewards come from communication that adds value (Measure)

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